



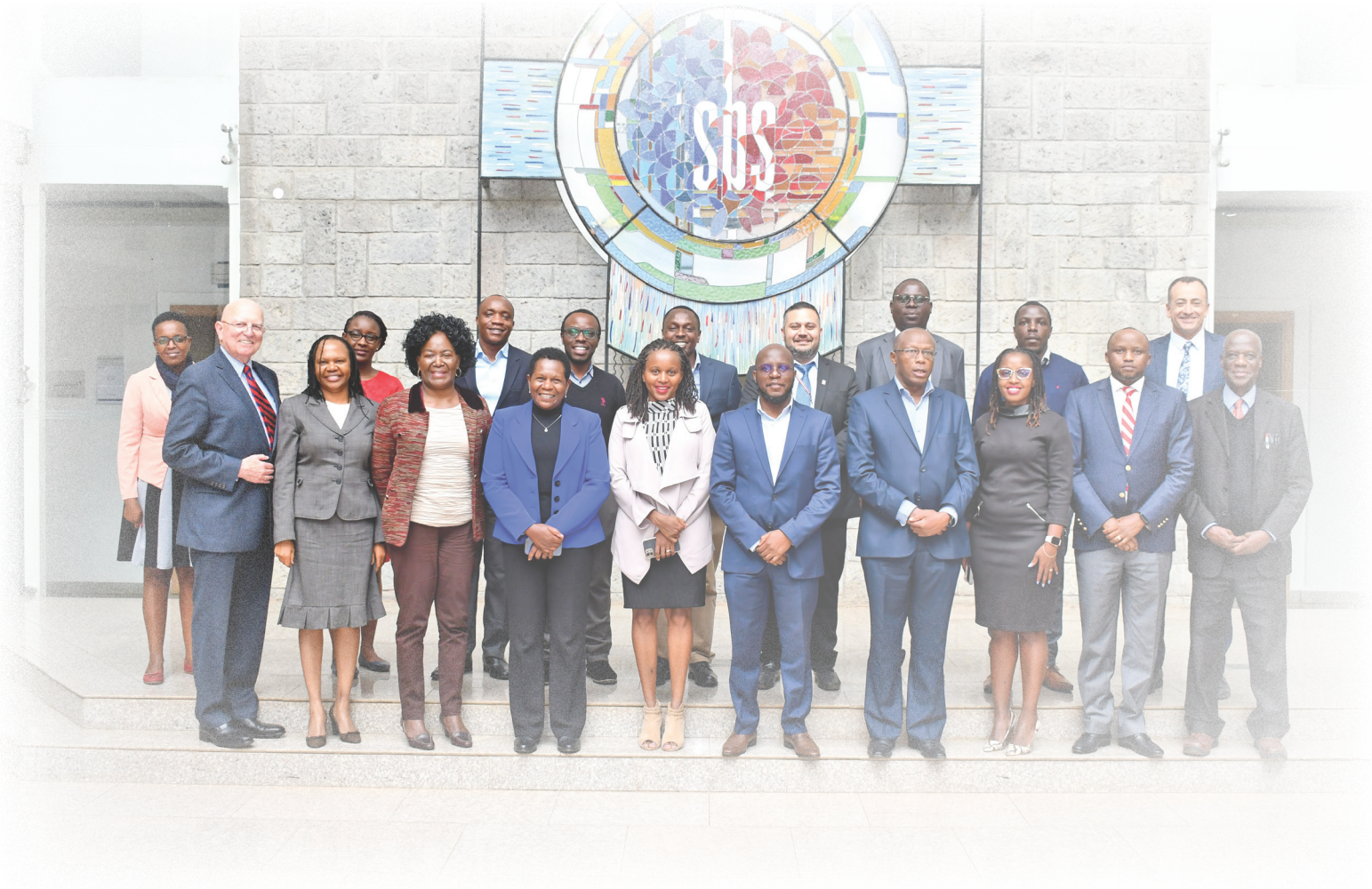
Strathmore
UNIVERSITY
BUSINESS SCHOOL

WISE Governing Bodies 2022

Proceedings of the
July 14, 2022 Round Table
for Good Governance
in Kenya Health Sector,
SMEs and Nonprofits.

Developing Great African Leaders

HGI
HEALTH
GOVERNANCE
INTERNATIONAL



Wise Governing Bodies

Key to Strengthen Kenya Health Sector Performance

Proceeding of Thought Leadership Roundtable

Governing SMEs and NGOs in Health Sectors of Africa

Strathmore University and HealthGovernance

International (HGI)

July 14, 2022.

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TRANSMITTAL NOTE FROM DR. ANGELA NDUNGE

Acting Executive Dean, SBS

Functioning health systems are at the core of efforts by sub-Saharan African governments to improve the health status of the citizens. However, we live in challenging times, and these efforts are being slowed both by external and internal factors. For example, the covid 19 pandemic has imposed additional challenges to health systems performance in sub-Saharan African counties. As the Health Sectors of Kenya and East Africa seek to recover from the pandemic these challenges have become worse and more complex. They include; staff shortages, need for investments in new technologies and service innovations for cost-effective health service delivery, disrupted supply chain issues, and concerns over diminishing revenue due to economic slowdown. To address these challenges, small and medium enterprises (SMEs) and nonprofit enterprises need to be supported to compliment governments' efforts at improving health systems performance. The leaders and boards of SMEs and nonprofit enterprises need wise governance now more than ever. The leadership of Strathmore University's Business School is committed to assist in finding solutions to these challenges through practical research, developing a new generation of health sector leaders, executive education, and convening thought leadership forums such as summarized in this report of the roundtable.

We value the insights shared in the Thought Leadership Roundtable from several respected Kenyan champions for governance innovation and the pursuit of best practices for effective governing bodies and processes. We are committed to providing the necessary support and environment for faculty at the Business School to collaborate with these champions to address the challenges of health systems performance in Kenya and the East African sub-region.



PREFACE

An invitation only discussion occurred on July 14, 2022, in Nairobi Kenya at the Strathmore University School of Business. The Executive Roundtable included a small group of respected senior leaders regarding the use of modern corporate governance to enhance performance of health systems in Kenya and East Africa. The key focus was on SMEs and Nonprofit organizations and how effective governance could improve their access to finance, technology and human capital. Appendix 1 provides list of participants.

Purpose of Roundtable:

The Roundtable discussions were to encourage an exchange of insights among experienced thought leaders regarding how effective corporate governance can enable and empower economic growth and enhanced health sector outcomes in Kenya, and ultimately in Sub-Saharan Africa.

Key objectives included:

- Connect corporate governance practitioners and researchers and grow a network that embrace and strengthen evidence-based governance model design and development.
- Enable SMEs to achieve sustained growth and employment as they catalyze innovations in health services delivery, products, technologies, and financing.
- Encourage private capital investments into high performing health sector SMEs that thrive via more effective executive and board leadership teams.
- Encourage sustainable funding in well-governed not-for-profit NGOs.
- Empower government policy leaders to create regulatory and licensing frameworks that foster stronger health systems, greater health outcomes, and reduced risks of intentional misconduct across health sector organizations.
- Develop a pool of qualified board members who could serve on different governing boards of health care organizations in Sub-Saharan Africa.

Logistics of July 14, 2022, Roundtable:

Venue: Strathmore University Campus

ACKNOWLEDGEMENTS

The Sponsors for the Governance Thought Leadership Roundtable, Strathmore University Business School and Health Governance International acknowledge and appreciate the engagement of all the participants identified in Appendix 1 and the valuable support from the Offices of the Vice-Chancellor, Strathmore University and the office of the Acting Dean, Strathmore University Business School.

Errors of commission or omission are the responsibility of our moderators. Comments and refinements are needed and welcome by contacting us here:

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EXECUTIVE SUMMARY

Upon reflecting on the lively discussions and results of the July 14 Health Governance Thought Leadership Roundtable, the experienced senior leaders offer six (6) strategic insights to stimulate and guide future enhancement of public and private health sector governing bodies and executive leadership:

- Effective governance and governing bodies are critical to stronger health systems and better health outcomes.
- Good governance is needed in a diverse array of public and private health sector governing bodies.
- Good governance supports the smooth flow of capital and ensures sustained growth.
- Leadership is needed to remove important obstacles constraining the pursuit of governing bodies that are effective, efficient, and continuously improving.
- Investments into Capacity Development Plans that target governance improvement and advancement of governing boards are essential. They have to be intentional, practical, and board member customized.
- Continuing research and insight sharing about effective governance models must be championed by a public-private “Health Governance Enhancement Forum” guided and led by the participants in the July 14, 2022, Thought Leadership Roundtable.



WISE GOVERNANCE DEFINED

Governance provides the structure through which the objectives of an organization are set, the means to achieve them are defined, and the mechanisms to monitor performance are well understood. Governance defines relationships, describes decision-making processes, distributes authorities and creates checks and balances needed for sustained organizational vitality. One of the key components of governing is the governing body.

This could be a board of directors, a board of trustees, a committee, or various other forms of collective action. A governing board is shaped by the group of people coming together to direct the organization and oversee its functions. They are given a fiduciary duty over the organization to act independently and prudently in making decisions and meeting their responsibilities to protect and champion the mission of the organization/enterprise. The board should have;

- A type and structure that enables it to pursue its responsibilities.
- A strong position within the organization.
- A clear mandate with the corresponding authorities and resources needed to realize its purpose.
- Independence from executive management and any other source of undue influence.

Board members should have;

- The right mix of skills and subject matter expertise.
- Clear understanding of their roles and responsibilities.
- Diversity in backgrounds, affiliations, gender and age.

Board meetings should be;

- Conducted in a timely and regular manner.
- Managed in a way that enables effective decision-making.
- Supported by information and all resources deemed necessary.
- Documented in a formal manner.

Board leadership should enable;

- A healthy relationship between the Chairman and CEO.
- Constructive board dynamics and behaviors.

The board should be held accountable for;

- Realizing its fiduciary duties.
- Acting with integrity, loyalty and care.

Wise governance brings those key elements together in a way that enables boards to be empowered, effective and dynamic. Such boards would offer better strategic direction to the organization, oversee management performance, and protect stakeholder rights. This would reflect directly on the safeguarding of assets, efficiency of processes, and satisfactions of stakeholders.

COMMON OBSTACLES TO EFFECTIVE GOVERNING BODIES

While the participants in the Roundtable acknowledge that the pursuit of wise governance structures and practices is essential for the enhanced performance of public and private health sector organizations, many obstacles exist to frustrate the journey. Some examples that surfaced in the Roundtable discussions are listed below and will need to be addressed as the results of the Roundtable extend into the coming years.

Legal and structural;

- The laws do not allow the formation of a board.
- Boards are not granted authorities or a legal mandate.
- Boards are not positioned well within the organization.
- The type of the board is not fit for the purpose it is mandated.

Composition;

- The board does not have the right representation of stakeholders.
- The board does not have the right mix-of-skills and subject matter expertise.
- The board does not have age and gender diversity.
- Appointment of members does not follow clear and transparent guidelines.

Resources;

- The board is not given enough resources to perform.
- The board is not provided the material and timely information necessary for efficient decision making.

Commitment;

- Board members are not offered enough incentives to commit time and effort to the board.
- Board members are too busy on other tasks.
- Board members are not aware of the importance of their role.

Performance;

- Board procedures are absent or not enforced.
- Board members are not clear on their roles and responsibilities.
- The leadership of the board is not effective.

Continuous development;

- Board members are not offered training and mentoring opportunities.
- Board members do not have access to updated knowledge and tools.
- There are no mechanisms for continuous evaluation and improvement.

Integrity;

- There are no conflict-of-interest management and disclosure policies.
- There is no code of conduct.

ROUNDTABLE DISCUSSION THEMES

Participants in the Thought Leadership Roundtable were highly engaged in exploring practical ways to strengthen governance within the Kenyan public and private health sectors. Summaries of their many insights and recommendations are shared below to stimulate further discussion and collaborative action for positive change. This is a work in process. More ideas and innovations are needed. Readers are encouraged to help add to the continuing discussion on how best to support the thousands of community leaders serving in Kenyan health sector governing boards and processes.

Theme One: The scope and value of modern corporate governance as a means to enhanced health sector vitality and results

The Thought Leadership Roundtable at Strathmore University has been shaped by an appreciation that a nation's health sector is often a leading source of employment and an important arena for technology innovation and funding flows that stimulate a ripple effect of purchasing of other goods and services at the local and national levels. These organizations, however, are often small and medium scale for-profit enterprises or operate in nonprofit or governmental sectors with weak access to capital and human resource shortages.

A recent analysis by the Center for Strategic and International Studies observes:

Small and medium enterprises (SMEs) are the backbone of the world economy, accounting for most businesses across nearly every region. In the developing world, SMEs make up 90 percent of the private sector and create more than 50 percent of jobs in their corresponding economies. In Africa, SMEs provide an estimated 80 percent of jobs across the continent, representing an important driver of economic growth.

Unfortunately, the landscape for health sector organizations to access capital, technologies, and staffing in Kenya and East Africa is frustrated by under-developed structures, systems and a culture for effective governance. Weak governance and governing bodies weaken confidence that investments and innovations will be nurtured and sustained. Weak governance also makes it difficult to attract and retain high performing leaders and managers. Good governance is becoming recognized, therefore, as a prerequisite for both public and private health sector growth, stability, vitality, and resilience.

This gathering of talented health sector leaders attests to a growing recognition of the power and value of modern corporate governance in Kenya and East Africa.

Theme Two: Overcoming Common Obstacles to Effective Governance in County Health Boards and the Pharmaceutical Supply Chain

Participants were divided into small working groups to explore the status of, and directions for, enhanced governance in two spheres of the Kenyan Health Sector: The Pharmaceutical Supply Chain (a mix of public and private actors), and County Health Boards (largely public sector actors). Key observations in each sphere are summarized within targeted strategies.

Strategy 1: Build the Capacity of County Health Boards via these initiatives: (in random order)

- Publish and celebrate again the rationale for devolution and the important role of these boards so there is greater sense of ownership and pride with their role. This should be done in close collaboration with the Council of Governors.
- Build a “National Educational Framework” of ideal capacity development that could be used by County

leaders on as needed basis.

- Break through the “opaqueness” of their roles and responsibilities.
- Encourage more benchmarking and “balanced score cards” of good practices and results among the Counties.
- Clarify the mandate through meetings with the Governor, and capture that in formal “position descriptions” for the Board, and for each Member of the Board.
- Ensure that the work of these boards is driven by the strategic needs and strategic plans for health care and health gain in their county.
- Publish sample “competency profile” of the skills, knowledge and experiences valued in average County Board Members.
- Develop and support Board Member-to-Member Mentorships within a County, across counties and with School Boards and Corporate Boards.
- Seek funds for IT that supports board decision-making and education.
- Build and continuously refresh orientation programming that is multi-media and addresses such topics as: legal and regulatory frame for their work, corporate governance basics, how counties work, political processes, how the health systems functions, adaptive management, change management, and succession planning.
- Support cross-county learnings and collaborative education programming to share ideas and save money.
- Launch County Board Member recognition and award programming to celebrate good role models nationally and locally.
- Engage local stakeholders, community leaders, media, and faith communities to understand the role of the Boards and to minimize political interference in their work.
- Invest in formal onboarding policy and programs, as well as ongoing educational offerings as made available by various resources from Council of Governors, professional associations, Kenya Healthcare Federation and Alliances.
- Pool resources among Counties to provide enhanced education, capacity development, and incentives for the work of Board Members, such as: travel costs; modest stipends per month, meeting or quarterly: provide no cost education that helps them in board role, but also outside their board role; expressions of appreciation from Governor, providers, public and other community leaders such as dinners, articles, posters, letters and others.
- Develop national resources by engaging existing organizations, associations, universities and corporations to support good governance practices.
- Seek international resources for content, technologies and funds to support capacity building imperative.
- Create a web-based data base of practical materials on good governance principles, processes, and practices (maintained by an association, alliance, federation or University).
- Establish web based short webinar type recorded programs on important board capacity topics including good meetings, provider and staff relations, stakeholder engagement, strategic and financial planning, income generation, and quality assurance.
- Develop data base on measures or Key Performance Indicators (KPIs) of good board work and performance.
- Others as developed from discussions with County Board Members and Board Chairpersons.

See: <https://stratfordjournals.org/journals/index.php/journal-of-public-policy-governance/article/view/1013> and also: <https://www.scirp.org/journal/paperinformation.aspx?paperid=117206>

Strategy 2: Improve Governance of the Pharmaceutical Supply Chain via these initiatives: (in random order)

- Establish public and private member Commission that publishes infographic mapping of the process, and updated policy manuals on the full scope and nature of the supply chain components, how it should function, how it is functioning, and practical ways to fill gaps.
- Support documentation of and understanding of wise practices for tendering, pricing, and quality controls as shaped by GMP, WHO, World Bank etc.
- Explore how ESG dimensions of, and risk management for, good governance evolves in supply chain organizations and companies.
- Expand policy framework for pricing and contracting transparency.
- Enhance clarity of roles and responsibilities of oversight governing bodies, and develop the capacity and capabilities of those serving in these oversight bodies
- Invest in new ICT systems and technologies.
- Enhance regulations of and understanding for the work of the Pharmacy and Poison Board.
- Conduct expanded education on, oversight for, and enforcement of modern tendering processes that are transparent, trusted, timely and fair for both suppliers and end-users.
- Invest in expanded training for managers and board oversight bodies.
- Document and share international best practices on modern supply chains that are accountable, transparent, embrace integrity, identify and manage risks and guard against sloppy or corrupt practices.
- Strengthen enforcement of compliance to published performance standards.
- Invest in support for Mentorship program for leaders engaged in governance within all components of the supply chain.
- Engage and educate the media to play a smart role in publicizing good and bad behaviors.
- Support County Boards, provider organizations and the public to better understand and require smart supply chain governance and management.
- Others as secured from interactions with stakeholders in the pharmaceutical supply chain.

*June 2022: HGI in cooperation with Anadach Group participated in a webinar on Governance of the African Pharmaceutical Value Chain. See information on the webinar and videos on the inputs [here](#):

Theme Three: The Power of Wise Governance in PPPs

The session focused on the role of governance in advancing effective PPPs.

Several cases were presented by the participants and discussions were facilitated around them:

During the first case, the public private collaboration between the government, represented by MOH, and a large multinational company to modernize equipment in public hospitals was shared. Certain indicators were used like the quality of service, the number of patients served, and the number of procedures conducted to evaluate the partnership, and it was perceived to have a positive impact with a relatively high value for money.

However, some key challenges were identified including;

- The complexity of the distribution of authorities and budget allocations between the central government and the county government.
- Absence of supporting infrastructure, like electricity and water, in some sites.
- Deficiency in workforce.

Some key governance deficits related to these challenges were identified;

- The design of the relationship did not consider the governing structure and the distribution of roles and authorities between the central government and the counties.
- Stakeholders were not engaged in a proper and timely manner.
- Information was not made available in a way that helps different stakeholders, including the general public, get insights on the project.

Key recommendations on how governance could enhance the success of PPPs;

- Public private relationships should be based on a prior assessment of the governing structures within the public sector.
- A decision matrix should be developed with a clear understanding of the roles, authorities and limitations of decision makers in the public sector and organizations involved.
- The relationship should be governed by a clear structure and competent governing bodies with right mix of skills and oversight power.
- Financial governance should be integrated to delineate financial flows, authorities over them and accountabilities.
- Stakeholder engagement plans are critical to the success of the partnership.
- Communication plans and disclosure policies are important to nurture trust and strengthen accountability.

Another case study highlighted how governance could enhance effectiveness of public private partnerships at the level of primary care. Creating community boards with empowered and engaged members have substantially contributed to the success of the partnership.

The third case was an overview of a dialogue process that was conducted around PPPs. Some key recommendations coming out of the discussion include;

- The need to focus more on public private collaboration rather than public private partnerships. PPPs are limited with specific legal and governance arrangements. PPC is broader, more inclusive and needs different mechanisms of governance.
- Governance should be contextualized, there is no one-size-fits-for-all.
- The size of the project should match the governance capacities. If governance is weak then it is recommended to start with small projects to ensure success. Consequently, governance maturity models should be adopted to build governance capacity while increasing the size and portfolio of PPPs.
- A bottom-up scaled approach in PPPs is needed, starting small at the county level then scaling up gradually when the governance capacities are increased.
- The financial governance model in the public sector should be changed from being expenditure driven to become investment driven, calculating financial and non-financial returns. This would help in aligning interests and creating a common language with the private sector.

Theme Four: Capacity Development Plans in Faith Based Hospitals and NGOs

Participants in the Roundtable were organized into groups focused on identifying practical insights into how best to build the governance capacity of (a) a faith-based hospital, and (b) a national NGO focused on cancer care and prevention. Both scenarios asked the participants to address these same five (5) issues:

- How to measure the success of the Board at the end of the coming year.
- What are 2-3 of the most important topics/strategies to build the board's capacity.
- Who will guide the capacity development process?

- What methods will be used to deliver the desired content?"
- What can motivate or incentivize the Board Members to engage in the capacity building programming?

The exchange of ideas within these groups has generated a number of useful initiatives that can catalyze enhanced governance structures, practices, and cultures to drive and sustain the vitality of these unique, nonprofit organizations in the evolving Kenya health sector.

Strategy 3: Build the governance capacity of a faith-based community hospital.

The hospital has these characteristics: 150 beds. Board of 9 people. Board meets every two months. There is a budget of \$50,000 to support the capacity development plans. The Thought Leaders' insights for practical board member development include (in random order):

How to measure the success of the Hospital Board at the end of the coming year:

- Self-assessment survey indicates each Board Member's judgement on how well they performed in such spheres as: knowledge of health sector eco-system, relations with providers, stakeholder engagement, attendance, quality of engagement in meeting discussions, knowledge of strategic plan and budget, trust building with CEO and other Board members, support of philanthropy.
- Board has formal job description and code of conduct.
- Board Members are proud of their time invested in board service.
- Board has a recruitment plan to attract talents/experiences/competencies needed for the board work.
- Board members participate in annual induction/onboarding/orientation program.
- All Members have signed position description, conflict of interest statement.
- Majority of the goals in the strategic, quality, and financial plan are met.
- Community stakeholder engagement is high.
- Patient satisfaction is high, and services are being well used.
- Others?

What are 2-3 of the most important topics/strategies to build the Hospital Board's capacity:

- Understanding of corporate fiduciary duties of care and obedience to the mission of the organization.
- Strategic planning, community needs analysis and situational analysis.
- Financial planning and budgeting that reviews sources and uses of funds.
- Clinical care quality, and service excellence for patients.
- Trust building and community stakeholder engagement.
- Listening skills, group decision making, and team building.
- Quality measurement and enhancement.
- Leadership performance planning and management.
- Change management.
- Marketing and image development.
- Advocacy with community leaders, media, and politicians.
- Others?

Who will guide the Hospital Board's capacity development process?

- The CEO and Board Chairperson should be key champions for the ongoing development of the board's decision-making abilities.
- The Board can have a "Governance Committee" whose duties include recruitment, orientation and education, and annual self-assessment of board performance.
- Advisers can be retained from academic organizations, law firms, audit companies, or specialized consulting

groups.

- Benchmarking with peer organizations, or other community bodies like school boards or corporations.
- Others?

What methods will be used to deliver the desired content:

- Mixed methods for adult learning.
- In person training workshops, sometimes with peer boards.
- Web based online education modules provided by alliances or federations.
- Mentorship and coaching.
- Physicians help on clinical topics.
- Zoom style programs.
- In meeting speakers on hot topics.
- Touring other facilities and organizations.
- Others?

What can motivate or incentivize the Hospital Board Members to engage in the capacity building programming?

- Personalized statements of appreciation from CEO and Board Chair or providers.
- Local and national recognition and award programs.
- Subsidized travel to educational programs, meetings, and meeting meal costs.
- Stipends and allowances for hotel memberships.
- Periodic family dinners.
- Support for off-site education opportunities.
- Education for certifications that help in other community roles.
- Preferential access to medical care.
- Others?

Strategy 4: Build the governance capacity of a national Cancer focused NGO

The NGO has these characteristics: National focus on prevention and care. Board of 9 people. Board meets quarterly. There is a budget of \$50,000 to support the capacity development plans. The Thought Leaders' insights for practical board member development include (in random order):

How to measure the success of the NGO Board at the end of the coming year:

- Majority of the NGO goals in the strategic, quality, and financial plan are met
- Board has a recruitment plan to attract talents/experiences/competencies needed for the board work.
- Board members participate in annual induction/onboarding/orientation program.
- NGO launches national media campaign on Cancer awareness.
- Self-assessment survey indicates improvement in average scores of Board Member's judgement on how well they performed in such spheres as: knowledge of cancer care eco-system, relations with providers, stakeholder engagement, meeting attendance, quality of engagement in meeting discussions, knowledge of strategic plan and budget, trust building with CEO and other Board members, support of philanthropy.
- Board has formal Committee and Member job descriptions and code of conduct
- Board Members are proud of the use of their time and talents in board service
- All Members have signed position description, conflict of interest statement

- Community stakeholder engagement is high
- Others?

What are some of the most important topics/strategies to build the NGO board's capacity?

- Clinical dimensions of cancer care, prevention and disease progression.
- Advocacy with community leaders, media, and politicians.
- Patient rights and advocacy.
- Strategic visioning, planning and situational analysis.
- Mass media communication and organizational image developments. Marketing to cancer care professionals.
- Leadership performance planning and management.
- Board leader succession planning.
- Financial planning and budgeting that reviews sources and uses of funds.
- Understanding of corporate fiduciary duties of care and obedience to the mission of the NGO.
- Trust building and community stakeholder engagement.
- Listening skills, group decision making, and team building.
- Change management.
- Others?

Who will guide the NGO capacity development process?

- The CEO and Board Chairperson should be key champions for the ongoing development of the board's decision-making abilities.
- Benchmarking with other large NGO organizations, or other community bodies like school boards or corporations.
- Input from Kenya Institute of Corporate Directors IOD Ke. | Home (iodkenya.com)
- The Board can have a "Governance Committee" whose duties include recruitment, orientation and education, and annual self-assessment of board performance.
- Advisers can be retained from academic organizations, law firms, audit companies, or specialized consulting groups.
- Others?

What methods will be used to deliver the desired content:

- Joint board meetings with other NGOs.
- In person training workshops, sometimes with peer boards.
- Web based online education modules provided by institutes, alliances or federations.
- Mentorship and coaching.
- Physicians help on clinical topics.
- Zoom style programs.
- In meeting speakers on hot topics.
- Mixed methods for adult learning.
- Others?



What can motivate or incentivize the NGO Board Members to engage in the capacity building programming?

- Local and national recognition and award programs.
- Subsidized travel to educational programs, meetings, and meeting meal costs.
- Stipends and allowances for hotel memberships.
- Personalized statements of appreciation from CEO and Board Chair or providers.
- Periodic family dinners.
- Support for off-site education opportunities.
- Education for certifications that help in other community roles.
- Others?

CONCLUSIONS AND NEXT STEPS FOR SUSTAINED COLLABORATION

The Strathmore Thought Leadership Roundtable is recognized as only a first step to enhance the work and effectiveness of governance at the organizational level, as well as at the macro eco-system level. More attention, understanding and investments are needed among policy makers, the media, professional associations, boards and managers to empower good board work and governance practices as essential to the vitality and performance of public and private health sector organizations.

To help catalyze and support such progress, the participants suggest an interest in and commitment to accomplish a series of activities to best follow-up and follow-through on the Roundtable discussions:

- Publish the Proceedings widely and solicit further input from other stakeholders and governing body members.
- Establish a digital resource library of practical governance models and toolkits.
- Explore the feasibility for a larger Health Sector Governance Symposium in 2023 to broaden the awareness of and engagement in good governance practices and networking.
- Support the development of a “Health Governance Enhancement Forum” jointly by Roundtable members and seek resources to support a steering committee and secretariat.
- Publish five, 15-minute orientation webinars on key governing body practices, such as:
Setting Strategic Direction.



Stakeholder Engagement.
Building a Culture of Accountability.



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Organization: Kenya Healthcare Federation
Title: Chief Executive Officer
Organization: Metropolitan Hospital



Name: Dr. Anastasia Nyalita
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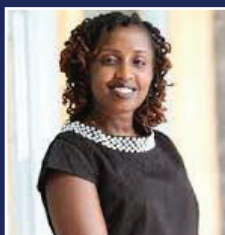
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APPENDICES: PARTICIPANTS | RESOURCES

Appendix 1: Photo Bio Directory of Participants



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Name: Dr. Winnie Ng'ang'a
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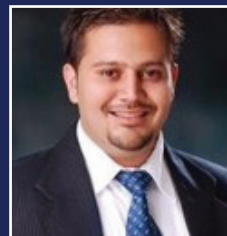
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Name: Mr. Charles Wando
Title: Growth & Enterprise Director
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Name: Dr. Joseph Onyango
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Organization: Strathmore University



Name: Dr. Deep Bhayani
Title: Head of Physiotherapy and Wellness center
Organization: M.P. Shah Hospital

APPENDIX 2: RESOURCES FOR GOOD GOVERNANCE

Strathmore University School of Business is establishing a web-based library of materials on good board work and governance best practices. Please access the materials for review [here](#).



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Developing Great African Leaders

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